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# Implementation

The tables on the following pages lists implementation actions related to the strategies outlined in the preceding chapters. These actions are meant to provide the City and other responsible parties with a series of specific steps that could be undertaken in order to achieve the Plan's visions and goals.

## UNDERSTANDING THIS CHAPTER

This chapter details the implementation actions related to the strategies outlined in the mobility, economic vitality, housing and place-making chapters. Actions are grouped into three different categories according to the anticipated implementation time frame:

- Short-term (implementation estimated to occur within 1-3 years)
- Medium-term (implementation estimated to occur within 3-5 years)
- Long-term (implementation estimated to occur within 5-10 years)

The time frame for each implementation action is approximated based on a number of factors, including whether

or not the item is under the City's purview, staff time, and available funding opportunities. Should circumstances change in the future, implementation actions may occur sooner or later than what is indicated in this chapter.

This implementation chapter is of utmost importance given that the Corridor Plan is a policy document, meaning that no changes to the Zoning Ordinance or the General Plan can occur until the City fulfills the corresponding actions listed here. It should also be noted that the action items listed in this chapter are subject to future consideration by City Staff, Council action as needed and appropriate environmental review.

## FUNDING AND MAINTENANCE

Funding for the implementation actions will come from a number of different sources, including the City, private developers, local businesses, and outside sources. In addition to initial capital costs, it is also important to keep in mind the costs of ongoing operation and maintenance for any aspect of the public realm, such as street cleaning, landscaping maintenance, and upkeep of public open space.

Potential funding sources include:

- The City's general fund and other funds identified within the Capital Improvement Program
- Development impact fees (parks, transportation, affordable housing, public art)
- Partnership Redwood City (potential for additional funds towards the neighborhood program, marketing, façade improvements, and other community benefits not covered by development impact fees)
- Business Improvement/Assessment District (PBID), if established
- Grants (State and other)

### ABOUT PARTNERSHIP REDWOOD CITY

Partnership Redwood City is a unique program that provides community benefits through a wide range of City partnerships. Through ongoing collaboration with businesses, community groups, residents, property owners, and developers, this program will deliver benefits such as affordable housing, improved schools, parks, transportation systems, programs for the arts, and support for special programs and events. These partnerships ensure that all community members will benefit from new development and investment in Redwood City.

For more information about Partnership Redwood City, visit [www.redwoodcity.org/business/partnership-redwood-city](http://www.redwoodcity.org/business/partnership-redwood-city).

# IMPLEMENTING ACTIONS

## Short-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<b>Right of Way Dimensions.</b> If not available from Caltrans, confirm existing Corridor right of way dimensions with a field inventory and, if needed, full survey, to determine precise curb-to-curb and property line to property line dimensions.	Strategies under sections 1.2, 1.4, and 1.5	Community Development, Engineering
Mobility	<b>Signal Timing.</b> Evaluate signal timing to improve traffic flow.	1Q	Community Development, Engineering in coordination with Caltrans
Land Use	<p><b>Activity Centers.</b> Consider establishing an Activity Center Overlay zoning district to require or incentivize:</p> <ul style="list-style-type: none"> <li>• Active ground floor uses</li> <li>• Plazas, courtyards, or other quasi-public space with landscaping and greenery</li> <li>• Pedestrian amenities, and</li> <li>• Shared parking</li> </ul> <p>Also consider reduced parking ratios.</p>	1D, 2A, 2B, 2C, 2D, 2G, 2F, 4M, 4T	Community Development Department

## Short-Term

Topic	Action	Corresponding Strategies	Responsible Party
Community Benefits	<p><b>Bonus Height Provisions.</b> Consider amending the bonus height provisions to allow bonus height (potentially establishing a “tiered” or points-based system) for shared parking, additional onsite affordable housing, child care facilities, and Live/Work units (especially when repurposing existing buildings in a manner that builds neighborhood character).</p>	2F, 2G, 3A, 3H	Community Development, Engineering
Community Benefits	<p><b>Development Standards.</b> Consider amending the Zoning Ordinance to use floor area ratio (FAR) and potentially other development standards to determine the allowable density, rather than dwelling units per acre.</p>	3B	Community Development Department
Community Benefits	<p><b>Neighborhood Transitions.</b> Consider amending the Zoning Ordinance to:</p> <ul style="list-style-type: none"> <li>• Require adequate setbacks when abutting residential uses</li> <li>• Require screening of parking and Restrict commercial loading and solid waste collection service to specific times of day</li> <li>• Limit hours of operation for bars, entertainment venues, and other similar uses (through a conditional use permit)</li> </ul>	3N	Community Development Department
Land Use	<p><b>Live/Work Overlay.</b> Consider amending the Zoning Ordinance for MULW and MULW-S districts to MUN or MUC with a Live/Work overlay to address redevelopment barriers and provide more flexibility in uses. Options include rezoning to MUN or MUC with a Live/Work overlay to permit and incentivize live/work units or amending the MULW zoning district.</p>	3C, 3D	Community Development Department

## Short-Term

Topic	Action	Corresponding Strategies	Responsible Party
Community Benefits	<p><b>Child Care Facilities.</b> Consider amending the Zoning Ordinance to increase the supply of child care facilities within the Corridor, including:</p> <ul style="list-style-type: none"> <li>• Allow facilities by right</li> <li>• Exempt on-site facilities from counting toward the overall FAR</li> <li>• Allow facility playgrounds to count towards residential open space requirements provided the playground is made accessible to all tenants</li> <li>• Require facilities on large projects on large sites.</li> </ul>	3E, 3F, 3G, 3I	Community Development Department
Land Use	<p><b>Visibility and Solar Access.</b> Prohibit or discourage arcades and other architectural features that block natural light and visibility of businesses from the street.</p>	2D	Community Development Department
Mobility	<p><b>Streetscape Redesign.</b> Prepare 30% Design Drawings as part of the Caltrans Sustainable Transportation Planning Grant for bike/pedestrian safety and connectivity improvements on El Camino Real, between Maple and Charter streets. Consider pilot testing as feasible.</p>	1G, 1H	Community Development, Engineering; consultation with SamTrans and Caltrans
Mobility	<p><b>In-Lieu Parking Fee Program.</b> Consider amending Section 30.3 of the Zoning Ordinance, In-Lieu Parking Fee, to make all parcels within the El Camino Real Corridor Planning Area eligible to participate in the program.</p>	2I	Community Development Department

## Short-Term

Topic	Action	Corresponding Strategies	Responsible Party
Community Benefits	<p><b>Neighborhood Benefits.</b> During project review and entitlement for projects along the Corridor participating in Partnership Redwood City, ensure that a portion of the funds collected are directed to improvements that will benefit the adjacent neighborhood. As appropriate, consider allowing direct improvements to the adjacent neighborhood to be made in lieu of payment of certain fees. Examples of direct improvements could include the installation of traffic calming features at neighborhood entries (such as trees, gates, signage, speed humps, special paving treatment, etc.), the provision of publicly accessible open space, or the provision of a new childcare facility.</p>	3J, 3K	City Manager, Community Development Department
Mobility	<p><b>Implementation Metrics.</b> Establish metrics (as appropriate) to evaluate and iterate Plan implementation.</p>	General	Community Development Department

## Medium-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<b>Short-Term Parking.</b> Introduce short term parking zones on side streets at select intersections for deliveries, loading, rideshare and ride-hailing, and customer parking.	2L	Community Development, Engineering in coordination with Caltrans
Community Benefits	<b>Street Beautification.</b> Carry out an initial street beautification phase that includes regular sidewalk cleaning, planting of street trees, the installation of wayfinding signage, and the creation of a streetlight banner program that features an El Camino Real Corridor logo and branding scheme.	2P, 4A, 4B, 4N	Community Development, Public Works, Engineering in coordination with Caltrans, and property owners
Mobility	<b>Intersection Design.</b> Analyze the impact of removing right-turn lanes at the following locations to help determine preferred intersection designs with protected bike lanes: <ul style="list-style-type: none"> <li>• Hopkins Avenue (Southbound)</li> <li>• Wilson Street (Northbound)</li> <li>• Diller Street (Northbound)</li> <li>• Vera Avenue (Southbound)</li> <li>• Lincoln Avenue (Southbound)</li> </ul>	1H	Community Development, Engineering; consultation with SamTrans and Caltrans
Business Support	<b>Corridor Facade Improvements.</b> Create a Corridor Building and Façade Improvement Program through Partnership RWC to help existing businesses to make design and structural improvements.	4C	Community Development Department

## Medium-Term

Topic	Action	Corresponding Strategies	Responsible Party
Community Benefits	<p><b>Sequoia High School Open Space.</b> Work with Sequoia High School to explore opportunities for potential shared use of active space after school hours and explore partnership opportunities for programming, funding, and maintenance.</p>	4J	Community Development, Sequoia Union High School District
Mobility	<p><b>Slip Lanes.</b> Remove slip lanes and consider replacing unused areas with plazas, landscaping, or open spaces at the following locations:</p> <ul style="list-style-type: none"> <li>• Laurel Street</li> <li>• Hazel Avenue</li> <li>• Redwood Avenue and Main Street</li> <li>• Edgewood/Claremont Avenue</li> <li>• Lathrop Street</li> </ul>	1F, 1V, 4L	Engineering in coordination with Caltrans
Mobility	<p><b>High Visibility Crosswalks.</b> Install high visibility crosswalks with safety features and refuge medians where they are not presently located to ensure that safe crossing opportunities are present at appropriate locations, including Activity Centers and other places with high pedestrian volumes. Distances between crossings should generally not exceed 600 feet.</p>	1A, 1B, 2E	Engineering in coordination with Caltrans
Mobility	<p><b>Parking Management.</b> Implement a parking management program that, in part:</p> <ul style="list-style-type: none"> <li>• Provides well-spaced, publicly accessible lots (provided either directly through the City and/or through private parking that is publicly accessible) or additional parking on side streets in appropriate locations to mitigate the removal of on-street, parallel parking on El Camino Real.</li> <li>• Identifies appropriate loading and service areas on side streets at El Camino Real.</li> <li>• Allows for reduced parking requirements for commercial businesses with monitored Transportation Demand Management programs and/or that participate in a potential future Corridor-wide Transportation Management Association (TMA).</li> </ul>	1L, 2L, 1R, 2H, 2J, 2K, 2L, 2M	Community Development in coordination with property owners

## Medium-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<b>Residential Parking Program.</b> Conduct a survey to evaluate interest in extending the residential parking permit program to neighborhoods that are adjacent to El Camino Real.	3L	Community Development Department
Land Use	<p><b>Signal Placement.</b> Adjust signal placement to optimize efficiency of movement.</p> <ul style="list-style-type: none"> <li>Evaluate signals between Maple St. and Main/Redwood Ave.</li> <li>Determine whether the proximity of the signals at Roosevelt and Chestnut cause excess delays and relocate as appropriate.</li> </ul>	1Q	Community Development, Engineering in coordination with Caltrans
Business Support	<b>Signage Guidelines.</b> Develop signage guidelines for the Corridor.	Strategies under section 2.3	Community Development Department
Business Support	<b>Business Awareness Campaigns.</b> In partnership with the Redwood City Chamber of Commerce and SAMCEDA, launch periodic “Shop and Dine El Camino” campaigns to drive awareness and increased business activity to the Corridor.	2O	Community Development Department
Business Support	<b>Business Improvement District.</b> Working with local Corridor businesses and property owners, evaluate the feasibility of and interest in establishing an El Camino Real Corridor Business Improvement/Assessment District (PBID).	2N	Community Development Department

## Medium-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<p><b>Left-Turns.</b> Restrict left turns at low volume or off-set intersections during peak commute hours as warranted.</p> <p>Analyze the impact of prohibiting left turns from El Camino Real at Lincoln Avenue, Northumberland Avenue, Hopkins Avenue, and/or Brewster Avenue on traffic delays.</p>	1S	Community Development, Engineering in coordination with Caltrans
Mobility	<p><b>Efficient Bus Service.</b> Work with SamTrans to improve efficiency and frequency of bus service along El Camino Real with more express services to key designations (i.e. SF, Redwood Shores, airports).</p>	1M	Community Development in coordination with SamTrans
Mobility	<p><b>Transit Priority System.</b> Assist SamTrans on the implementation of a transit priority system on El Camino Real.</p>	Strategies under section 1.3	SamTrans and Caltrans, in coordination with Engineering
Community Benefits	<p><b>Businesses and Services that meet Community Needs.</b> Create a program through Partnership Redwood City that provides financial incentives to El Camino Real property owners to lease commercial space to businesses or services that meet a demonstrated community need.</p>	3M	City Manager, Community Development Department

## Medium-Term

Topic	Action	Corresponding Strategies	Responsible Party
Community Benefits	<p><b>Public Art Strategy.</b> Include a public art strategy for El Camino Real as part of the update to the Public Art Master Plan. This strategy should include consideration of the following:</p> <ul style="list-style-type: none"> <li>• Inclusion of the utility boxes along El Camino Real as part of the utility box mural program;</li> <li>• Extension of the sidewalk and shadow art program to the Corridor;</li> <li>• Installation of kinetic and/or interactive artwork in Activity Centers and elsewhere along the Corridor, as appropriate; and</li> <li>• The use of Percent for Art fee funds to finance public art projects along El Camino Real.</li> </ul>	4D, 4E, 4F, 4H, 4I	Parks, Recreation and Community Services Department
Community Benefits	<p><b>Street Trees.</b> Partner with CityTrees or other private and nonprofit groups to create and maintain a consistent tree canopy along the Corridor. Maintain and prune trees to promote tree health and attractive cover while maintaining visibility for drivers at intersections and/or around signage.</p>	4Q, 4R	Public Works

## Long-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<p><b>Bus Stop Improvements.</b> Work with SamTrans to ensure all bus stops are well-designed and maintained, and that higher-utilized stops incorporate special design features such as shelter structures, lighting, real time schedules, and artwork.</p>	1M, 1O	Engineering in coordination with SamTrans
Mobility	<p><b>Detailed Design Drawings.</b> Prepare detailed Design Drawings for El Camino Real that consider:</p> <ul style="list-style-type: none"> <li>• Reduced lane widths</li> <li>• Removal/relocation of on-street parking</li> <li>• Loading/unloading zones to support El Camino Real businesses, people with mobility impairments, and the use of car sharing</li> <li>• Appropriate intersection designs based on right-turn volumes and available right of way               <ul style="list-style-type: none"> <li>- Protected intersections if turning volumes are less than 100 in the peak hour</li> <li>- Maintain vehicle right turn lane if turning volumes are 100 or greater in the peak hour</li> </ul> </li> <li>• Raised and painted bikeways at driveways</li> <li>• Bus stop locations and feasibility/placement of “floating” bus stops</li> <li>• Inclusion of green infrastructure design elements where feasible to meet the City’s goals for capture and treatment of storm water runoff as outlined by the National Pollutant Discharge Elimination System (NPDES) Municipal Regional Permit</li> <li>• Increased bike amenities</li> <li>• Parking management plan</li> <li>• Accessibility for first responders (emergency vehicles)</li> <li>• Options for trash service</li> <li>• Bike barrier options including potential for landscaping</li> </ul>	1F, 1H, 1I, 1K, 2L, 4O	Community Development, Engineering; consultation with SamTrans and Caltrans
Mobility	<p><b>Protected Bikeway Design.</b> Prepare Plans, Specifications, and Estimate (PS&amp;E) for preferred design alternative for protected bikeways.</p>	1H	Community Development, Engineering

## Long-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<p><b>Protected Bikeways and Right-Turn Lanes.</b> Analyze the impact of removing right turn lanes on traffic delays at the following intersections to accommodate a protected bicycle facility:</p> <ul style="list-style-type: none"> <li>• Brewster Avenue</li> <li>• James Avenue</li> <li>• Jefferson Avenue</li> <li>• Maple Street</li> <li>• Roosevelt Avenue</li> </ul>	1H	Community Development, Engineering; consultation with SamTrans and Caltrans
Mobility	<p><b>Protected Bikeway Pilot Testing.</b> Conduct pilot testing of a protected bikeway on a segment or segments of El Camino Real.</p>	1H	Community Development, Engineering in coordination with Caltrans
Mobility	<p><b>Caltrans Coordination for Protected Bikeways.</b> Apply for Caltrans encroachment permit and coordinate with Caltrans on final permitting and construction of protected bikeways.</p>	1H	Community Development, Engineering in coordination with Caltrans
Mobility	<p><b>Transportation Management Association.</b> Evaluate the feasibility of and interest in establishing a Corridor-wide Transportation Management Association (TMA) that provides a range of transportation options for employees and/or patrons of Corridor businesses. A TMA could be formed as an independent organization by the participating businesses, with or without City facilitation or partnership. Alternatively, businesses could partner with an existing agency such as San Mateo County’s commute.org.</p>	Strategies under sections 1.1, 1.2, 1.3, 1.4, and 2.2	Community Development

## Long-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<b>Woodside Overpass.</b> Improve sidewalk conditions with improved sight lines, physical barriers, and lighting and install public art under the Woodside Overpass.	1E, 4G	Engineering in coordination with Caltrans
Mobility	<b>Crossing Distances.</b> Shorten crossing distance at intersections using median refuges and, where design permits, refuges associated with protected bikeway barriers.	1A, 1B, 1H, 2E	Engineering in coordination with Caltrans
Mobility	<b>Local Circulator.</b> In conjunction with implementation of the Citywide Transportation Plan and Streetcar Feasibility Study, conduct a feasibility study for a local circulator/shuttle with stops along the Corridor and at the Transit Center.	1P	Community Development, Engineering in coordination with transit providers as appropriate
Mobility	<b>Bus Stop Relocation.</b> Work with SamTrans to move the identified bus stops.	1I, 1J	Engineering in coordination with Caltrans and SamTrans

## Long-Term

Topic	Action	Corresponding Strategies	Responsible Party
Mobility	<b>Street Cleaning of Protected Bikeways.</b> Coordinate street cleaning of protected bikeways; seek funding from adjacent businesses raised through a Business Improvement/Assessment District, if implemented.	1K, 2N	Public Works Services
Mobility	<b>Bikeway/ Driveway Demarcation.</b> Clearly demarcate driveways that intersect with the Class IV cycletrack using paint or pavement treatments and signage, so as to alert drivers and bicyclists to one another's presence.	1L	Public Works in coordination with Caltrans
Mobility	<b>Connected Street Grid.</b> Establish a new street grid and block structure. Break up large and/or underutilized parcels to extend the street grid where it is currently lacking or disconnected, including at Center Street.	1T	Community Development, Engineering in coordination with Caltrans & property owners
Mobility	<b>El Camino Real/ Redwood Ave/ Main St.</b> Consider creating four way intersections at El Camino Real/Redwood Avenue/Main Street and at El Camino Real/Roosevelt utilizing existing traffic signals.	1U	Engineering in coordination with Caltrans